

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	PROJECT TITLE	i
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF FIGURES	xi
	LIST OF APPENDICES	xii
 1	 INTRODUCTION	
	1.1 Introduction	1
	1.2 Problem Statement	2
	1.3 The Objectives	3
	1.4 Scope of Study	3
	1.5 Research Methodology	4
 2	 LITERATURE REVIEW	
	2.1 Introduction	5
	2.2 Success Measures	6
	2.3 Importance of study	7

2.4	Definition	7
2.5	Common Characteristics of PMO	8
2.6	Role and Functions of PMO	11
2.6.1	Strategic Level	11
2.6.2	Tactical Level	12
2.6.3	Operational Level	12
2.7	PMO Knowledge – Archetype	13
2.8	Critical Success Factor	15
2.8.1	Building a Strong Foundation	15
2.8.2	Establishing the Background	16
2.8.3	The Right People for the Right Manager	17
2.8.4	Clear Reporting Lines	17
2.8.5	PMO Charter and Related Documents	19
2.8.6	Metrics to Evaluate PMO	20
2.9	Project Governance	22
2.10	PMO as an Organisational Change	22
2.11	Summary	23

3 RESEARCH METHODOLOGY

3.1	Introduction	24
3.2	Phase 1	25
3.2.1	Determine the Objective and Scope	25
3.2.2	Literature Review	25
3.3	Phase 2	26
3.3.1	The Interview	26
3.3.2	Case Study	27
3.3.3	Data Analysis	28
3.3.4	Develop the PMO Model	28
3.3.5	Review by Experts	29

4 DATA COLLECTION AND ANALYSIS

4.1	Introduction	30
-----	--------------	----

4.2	Background of JKR	30
4.3	Present Project Practice in JKR	32
4.4	Issues Related to Present Implementation Practice	36
4.4.1	Planning Phase	36
4.4.2	Design Phase	38
4.4.3	Procurement Phase	39
4.4.4	Construction Phase	41
4.4.5	Hand Over Phase	44
4.4.6	Monitoring and Control	45
4.5	Major Limitation of Present Practice	47
4.5.1	Weak Project Management Environment	49
4.5.2	Lack of Understanding of Stakeholder Need	49
4.5.3	Ineffective Project Monitoring and Control	49
4.5.4	Unable to Facilitate/Guiding in Managing Project	50
4.5.5	Insufficient Information for Decision Making	50
4.5.6	Poor Human Resource Deployment	51
4.5.7	No Knowledge Management	51
4.5.8	No Structured Review Process	52
4.5.9	Inadequate Capability Building	52
4.5.10	Unclear Project Governance	53
4.6	Suggestion for Improvement	53
4.7	Summary of Analysis	55
4.7.1	Process	55
4.7.2	Tools	56
4.7.3	People	57

5 RECOMMENDATION AND CONCLUSION

5.1	Introduction	58
5.2	The General PMO Model	58
5.2.1	Archetype	59
5.2.2	Characteristic of JKR's PMO	60
5.2.3	PMO Functions	
5.2.3.1	Project Process and Procedure	61

5.2.3.2	Project Knowledge Management	62
5.2.3.3	Project Portfolio Management	63
5.2.3.4	Project Administrative Support	64
5.2.3.5	Project Human Resource Management	65
5.2.3.6	Training for Project Teams	66
5.2.3.7	Project Management Consulting and Mentoring	68
5.2.3.8	Developing Project Management Tools	69
5.2.3.9	Developing and Maintaining PM Standards and Metrics	70
5.2.3.10	Project Audits /Project Health Check	71
5.2.3.11	Developing and Maintaining Project Historical Archives	72
5.3	PMO Governance	73
5.4	The Structure of PMO	76
5.4.1	Strategic Level PMO	77
5.4.2	Tactical Level PMO	77
5.4.3	Operational Level PMO	78
5.5	Summary	79
5.6	Conclusions	80
REFERENCES		81
APPENDIX A		83
APPENDIX B		87

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	Schematic of research design	4
2.1	The PMO as a governance structure	22
3.1	Schematic of research design	24
3.2	Framework of JKR PMO model development	28
4.1	JKR Organisation Structure	32
4.2	JKR project delivery process life cycle	33
4.3	SPK Organisation Structure	35
4.4	Issues in Planning Phase	37
4.5	Issues in Design Phase	38
4.6	Issues in Procurement Phase	40
4.7	Issues in Construction Phase	42
4.8	Issues during Hand-Over Phase	44
4.9	Issues in Monitoring and Control	46
4.10	Major limitations of present practice	48
4.11	General suggestions by interviewees,	54
5.1	Component of PMO Model	59
5.2	Propose Functions of PMO for JKR	61
5.3	Model of PMO Governance for JKR	75
5.4	Proposed structure for PMO	76

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	The Interview Questionnaire	84
B	Content Analysis	
	Analysis Area of Enquiries	88
	Identification of major limitations of present practice	91
	Verification of major limitations of present practice	92